

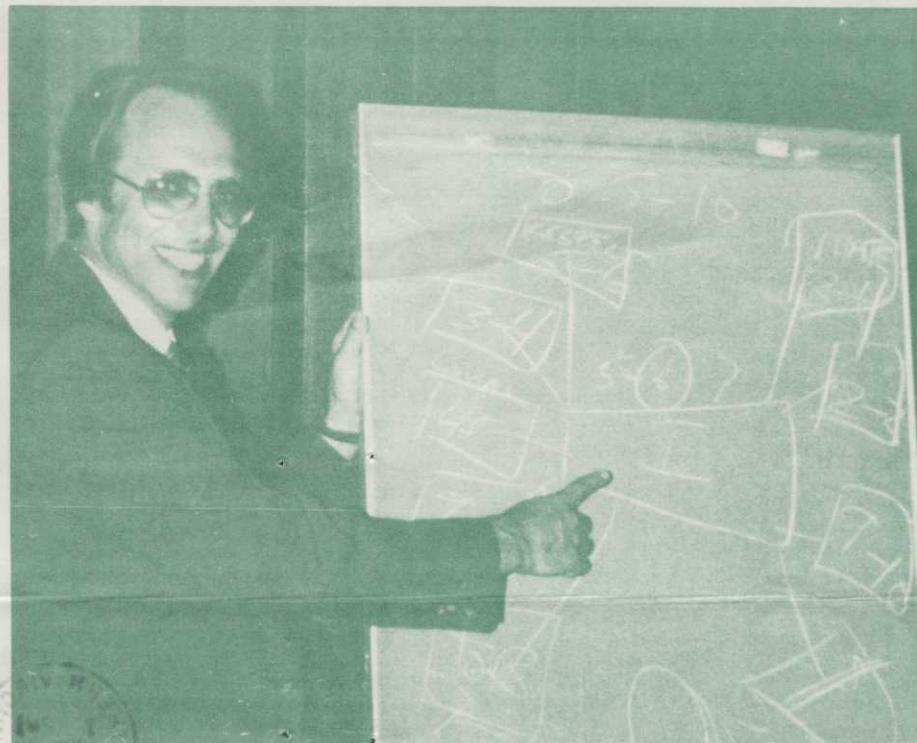
How Do You Perform As a Manager-Leader?

A host of provocative ideas were tossed at members attending the June meeting at Andrews AFB by Jim Pfafflin, president of the Performance Institute of Washington, D.C., an active consulting firm. In a fast-moving half hour, he discussed the effective art of leadership, citing a Carnegie Foundation study of the operative factors in success which found that it was based 15% on technical competence and 85% on interpersonal skills — how you deal with your members, your Board, and your staff.

He then described a poll in which individuals were asked to rate themselves on a scale of 1 to 10 on their personal and professional roles, with a 5 being considered "average." On identity, how people felt about themselves in comparison to how well they thought they could be doing, most of them placed themselves in the 5-7 range. On relationships with mates, the average was 3-4, with children, 2-3, but personal social relationships were viewed as in the 9-10 range. As for money — measured in terms of financial progress compared to how well they could be doing — people saw themselves as at the 2-3 level . . . not doing too well.

On the professional side, with respect to their jobs (doing what they're supposed to do), people came up with a 9-10 viewpoint, and rated themselves in the same positive way on the contribution they were making to company profits. Loyalty to the company was at the 4-5 level, with people perceiving that they were often being dumped on for those areas in which they did not perform quite as well. As to leadership, those who were polled saw themselves in the 3-4 range and as rating about 5-6 in respect from the people who knew them. Pfafflin pointed out that this last result illustrates Dr. Wayne Dyer's essential point in many of his books on achieving success that we hang our identity on others' feelings about us, not on our own judgments of ourselves.

Wrapping up his remarks, Mr. Pfafflin commented that leaders know how to separate who they are from what they do. Feelings about self must be well established before tasks are tackled, and success depends to a great extent on both attitude and amount of self-esteem. To bat .300 and earn a \$1 million contract from his team, a ballplayer must get a hit only once in three times at bat — not all that imposing a requirement. And, the golfer playing on the



Jim Pfafflin, our June meeting speaker, points to "I" for "identity," which turns out to be what others see in us.

PGA Tour must have enough confidence and self-esteem to go for the flag and to expect to hole every putt he strokes.

Karl Olson To Be NE Region Agronomist

Karl E. Olson, golf course superintendent at Ft. Douglas-Hidden Valley Country Club in Salt Lake City, has joined the United States Golf Association's Green Section.

Olson replaces Brian M. Silva, who resigned his position in February to pursue a career in golf course architecture. Olson will serve as an agronomist in the USGA Green Section's Northeastern Region, assisting regional director Jim Snow.

Olson, who will join the USGA staff in May, will be based in Worcester, Mass. and will be responsible for visiting USGA members clubs and courses in Maine, Vermont, New Hampshire, Rhode Island, Massachusetts and Connecticut.

Olson, 33, is a graduate of New Mexico State University where he earned a bachelor's degree in Agronomy and was a member of the school's golf team.

Olson's turf management experience spans nearly 10 years, including positions at the Orinda Country Club in California and the Four Hills Country Club and University of New Mexico Golf Courses in Albuquerque.

Match Play Reaches Quarterfinal Round

Our annual match play championship is now in its quarterfinal round, which will see Sam Kessel meeting Bob Orazi, Mike Larsen playing Wayne Evans, Dave Kroll meeting Bill Neus, and Walter Montross taking on Tom Regan. The Kessel-Orazi and Larsen-Evans foursome will tee off at 11:30 on July 12 at Mt. Pleasant, while Kroll-Neus and Montross-Regan foursome will follow at 11:38. Regular meeting-day golf will follow, with a tournament set up for those not still involved in the match play event.

In the second round of match play at Andrews AFB East Course, Sam Kessel defeated Alex Watson, 1 up; Bob Orazi beat Nick Vance 4 and 3; Mike Larsen edged Dick Gieselman 3 and 1; Wayne Evans whipped Gerry Gerard 6 and 5; Dave Kroll won from Ken Braun by default, as did Bill Neus from Earl Mason; Walter Montross defeated Grant Pensinger 4 and 3; and Tom Regan won by default from Craig Rhoderick. Also held at Andrews was a blind bogey, and when the winning number, 74, was drawn, the three winners were Lou White, Jack Hewitt, and Claud Corrigan.

NEW MEMBERS

Thomas M. Hurd, Class D
Penderbrook Golf Club
Assistant Superintendent